



DIRECTOR OF FUNDRAISING AND COMMUNICATIONS

BE THE TRAILBLAZER
ACTIVATE CHANGE
STRENGTHEN LIVES
BUILD COMMUNITIES
EMBRACE THE CHALLENGES
BE THE HELPING HAND
FAITH TAKING ACTION
PURPOSEFUL ACTION
REAL PEOPLE
REAL FAITH
RISK TAKERS

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FROM THE CEO

I'm delighted that you are interested in the role of Director of Fundraising and Communications with Church Army. I hope that as you read through this job pack you get a clearer sense of who we are and why this role might be just right for you.

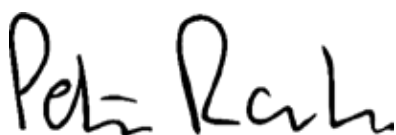
Church Army seeks to support and empower those most in need in the UK and Ireland. We walk alongside and love those who are struggling and marginalised. We are a mission organisation committed to enabling the transformation of lives and communities in and by the love of God. If social justice is a passion motivated by your Christian faith, then this role might be just up your street.

The work of Church Army makes a real difference in people's lives. Every role offers the opportunity to contribute to making our vision a reality. The work that you do with Church Army really will make a difference, and we are thankful for every one of our committed and passionate staff. Our GRACEUP values are at the heart of all that we do across Church Army, in our work and in our relationships. They serve as cultural cornerstones, compass points and anchors. In joining Church Army, you will belong to a community of remarkable people who are proud to do what they do. Together we work hard to make sure our team know that they are valued for their contributions and moreover valued for who they are.

This is an exciting time to join us. Church Army is growing its frontline work and impact. We work in some of the toughest communities across the UK and Ireland. Our Centres of Mission, in partnership with Dioceses, are where evangelists live in local communities sharing faith, and empowering and equipping the local church in mission and evangelism. In Marylebone London, we run the biggest women's only hostel and the only 24/7 emergency drop-in centre in the UK. Marylebone empowers women to end their homelessness and live their lives to the full. In Cardiff, we run the Amber Project, helping young people who battle self-harm, and the Ty Bronna Project, which is a hostel for homeless young people. Elsewhere one of our Projects befriends, serves and supports vulnerable women involved in the sex industry. Another journeys alongside those whose lives have fallen apart and find themselves quite literally adrift on the waterways of England, usually in dilapidated vessels.

It can be challenging work. Church Army is often found where others won't go and doing things that others can't or won't. Yet it is joyful and fulfilling work. We serve in a broad range of settings, with people from all walks of life, and of all faiths and none. I am thrilled and humbled to work for an organisation that does this in God's name and your name.

I hope that you will be inspired and encouraged to want to join our amazing team.



Peter Rouch







ROLE OF DIRECTOR OF FUNDRAISING AND COMMUNICATIONS

Church Army was founded in 1882 and has been taking the Good News to people on the margins for over 140 years. The work we do has changed over the years, but our passion for sharing the Good News of Jesus and enabling transformation in lives and communities has never shifted.

Over the last 10 years Church Army has benefited from significant financial and property investment returns. This has supported our ambitious DARE* strategy, growing and extending our work across the UK and Ireland. But with an aging donor base, primarily drawn from and reflecting the demographics of the Church of England, core donated income numbers of active donors have been gently declining.

The Church Army Board recognises that it has not focused and invested in driving the growth in fundraising needed in the coming years to sustain financially the existing and continuing growth in our work. It has now committed to a significant investment to deliver a step-change in fundraising over the next 3 years.

We see real opportunities for fundraising from the Christian sector. We also believe that the wider public would support much of our frontline work in any one of our 34 local centres (known as Centres of Mission). The Marylebone Project providing supported housing and 24/7 emergency support for women sleeping rough in London has already attracted major sources of secular funding

There are strategic choices to be made: Christian or secular funding streams, Church Army or local project branding, philanthropy or mass market? If you have the skills to steer Church Army through these waters, then this job might be made for you.

Evangelism is a churchy and sometimes maligned word, but what we say and do about it clearly indicates our understanding that the good news of Jesus Christ is to be both lived in practice and spoken of with confidence. God calls Church Army to do this particularly amongst those pushed

to the margins of society. The result of our work, the outcome of Evangelism, is Transformation of lives and communities.

Church Army also has a profile issue! Stop anyone in the street and ask them who Church Army is or what we do, and our experience is that few will know. You will play a key role in developing clear messaging and directing an integrated communications strategy to help raise the profile of the work we do.

Our ambition is to raise at least an extra £2million net income every year by 2026 and the Board is committed to investing significant resources in making this happen.

We know that this will mean significant changes—acquiring new donors at scale, trying new approaches and learning fast from the things that don't work, as well as diversifying our income portfolio.

To help deliver these changes we are looking to bring a fundraising professional into the Senior Leadership Team who has the expertise to represent and direct fundraising at the most senior level. As well as an experienced senior leader, we are looking for someone with an active faith in Jesus, who is passionate about evangelism and wants to see communities and lives transformed by the Gospel. Is this you?

The post holder will exercise leadership amongst and with the Board and executive colleagues, the Fundraising and Communications teams that they will grow and develop, and our wider networks. As the Director, you will be held regularly accountable to the Senior Leadership Team and the Board for the communications and fundraising strategy and be expected to report on its development and outcomes against targets.

The Director will need to work closely with the managers and team leaders within their team to ensure communications, fundraising and digital are working collaboratively together to achieve our increase in income and profile. The Director will bring to the team a wealth of experience of working at a senior leadership level as well as successful development and delivery of a fundraising strategy and digital transformation. This experience and drive will help to lead and inspire the direct reports, the wider team and other key stakeholders within the organisation.

As a member of the Senior Leadership Team, you will share in the responsibility of the team for the overall leadership, vision and spiritual wellbeing of the organisation. Our Church Army values underpin all that we do, and we would expect to see these values lived out authentically in the personal and work life of the Director.



We've just published an internal communication to all staff with an update on our strategy themed 'Resetting the compass' and within this it states:

'Funding our work is part of our work and what it achieves. Fundraising IS our mission as much as anything that we do. We have not prioritised growing our fundraising to support the costly growth of our work. This is critical and urgent. We will develop and deliver plans to achieve the step-change that we seek.'

This is the context and springboard for this exciting next step of our journey as an organisation in which you will be invited to join.

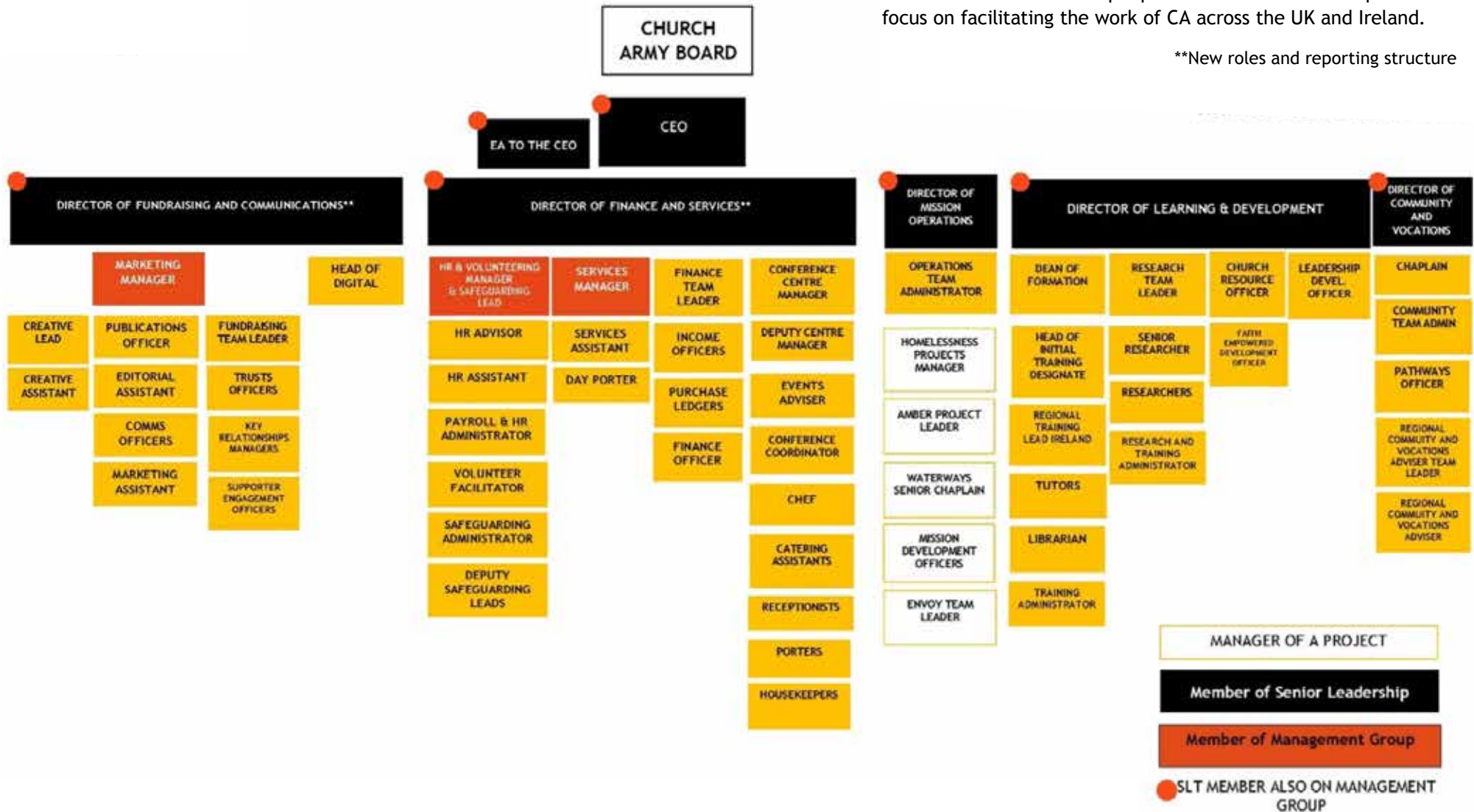
You will be joining a passionate team of Trustees, fellow Executive Directors, managers, staff and volunteers.

ORGANISATION CHART

CO.LAB TEAM STRUCTURE

Co.Lab refers to the team of people whose roles have an operational focus on facilitating the work of CA across the UK and Ireland.

**New roles and reporting structure



JOB DESCRIPTION

Job Title	Director of Fundraising & Communications
Location	<p>Wilson Carlile Centre, Sheffield</p> <p>This is a mixed role meaning that the post will work a 60/40 ratio of office/home over a period of a month. The role will involve travel to other locations nationwide (UK and Ireland).</p> <p><i>N.B. A relocation allowance is available for the successful candidate if they do not currently live within commuting distance of Sheffield.</i></p>
Responsible to:	Chief Executive Officer
Relating to:	<p>Senior Leadership Team colleagues</p> <p>Management Group</p> <p>Chair of Finance Committee</p>
Responsible for:	<p>Marketing Manager</p> <p>Fundraising Team Leader</p> <p>Head of Digital Transformation</p> <p>Note: the investment committed by the Board expects to see a significant change in headcount</p> <p>(The Fundraising and Marketing team includes office-based and remote workers)</p>
Purpose	<p>To direct the fundraising and communications strategy to ensure it delivers the ambitious income targets agreed by the Board to move the organisation towards financial sustainability by 2026. This will involve a significant step-change in the scale and range of fundraising and communications activities and investment in the resources to deliver this, which has the full commitment of the SLT and Board.</p>

Objectives	<ol style="list-style-type: none"> 1. As a member of the Senior Leadership Team and the Management Group, contribute to the overall leadership, vision and strategy of Church Army. 2. Direct the development and implementation of an integrated fundraising and communications strategy, in order to deliver the significant step change in fundraising income agreed by the Board. 3. Work with the Chief Executive, SLT and Board to agree the resources required to deliver the agreed fundraising strategy, leading and effectively managing the changes required. 4. Represent fundraising at the most senior level, reporting to the Board and the Senior Leadership Team on the delivery of the strategy and outcomes against targets. 5. Be the Executive lead for Digital Transformation, championing the initiatives required across the organization. 6. Be an ambassador for Church Army to key audiences as required.
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KEY TASKS

1. **As a member of the Senior Leadership Team and the Management Group, contribute to the overall leadership, vision and strategy of Church Army.**
 - Work closely with the CEO on the development of the organisation’s vision and strategy.
 - Be the lead in SLT for Fundraising & Communications, and Digital Transformation.
 - Support the other members of SLT in their work.
 - Be accountable to the SLT for your own wellbeing and spiritual development.
 - As a member of SLT play your part in providing spiritual leadership to the organisation and modelling the Christian faith.
 - Undertake other senior leadership responsibilities within the life of Church Army as directed by the CEO.
 - Report to the Board and other governing bodies as necessary.
 - Role-model Church Army values and behaviours at all times and represent Church Army at a senior level.
2. **Direct the integrated Fundraising and Communications strategy, to deliver the significant step change in fundraising income agreed by the Board.**
 - Work with key internal and external stakeholders, including the Marketing Manager and Fundraising Team Leader, to understand current Church Army fundraising landscape, to include identifying what currently works well, and potential future income streams.
 - Gain a sound understanding and appreciation of the organisation’s range of frontline work including Key Projects, through visits and time spent with stakeholders.
 - Direct the development, in consultation with key stakeholders, of an overall strategic

approach to fundraising and communications, and a clear business plan, to deliver the step change in fundraising income required across Church Army. This will take into account input from the recent Fundraising Stock-take.

- Present a proposed integrated Fundraising & Communications strategy and business plan to the SLT, then Board, by October 2023
- Develop and obtain key stakeholder support for the Fundraising & Communications strategy, to include diverse and sustainable sources of income.

3. Work with the Chief Executive, SLT and Board to agree the resources required to deliver the agreed fundraising strategy, leading and effectively managing the changes required.

- Identify the internal and external resources required to deliver the integrated Fundraising & Communications strategy, developing a clear business case for approval by SLT and Board.
- Lead the implementation of the step-change investment in additional resources to deliver the strategy, effectively managing the change processes utilizing change management skills to ensure that organisational resources are well-aligned to the delivery of the agreed strategy.
NB The investment committed by the Board for the implementation of the new strategy expects a significant change in headcount.

4. Represent fundraising at the most senior level, reporting to the Board and the Senior Leadership Team on the delivery of the integrated strategy and achieved targets.

- Ensure that by 2026, the agreed Fundraising & Communications strategy achieves a sustainable additional net income of at least £2m per annum for the organisation.
- Deliver KPIs and targets agreed by the Board, included within the integrated Fundraising & Communications strategy and business plan
- Continuously review performance against agreed KPIs, adapting plans and approaches promptly where expected results are not being achieved.
- Report performance against budget and progress in strategy implementation monthly to SLT, MG and to the quarterly Finance Committee and Board meetings.
- Take managed risks - piloting and testing new approaches and learning from failures.
- Effectively lead, inspire and support the Fundraising Team Leader and Marketing Manager in the line management of their teams.

5. Be the Executive lead for Digital Transformation, championing the initiatives required across the organisation.

- Be the Executive lead, and accountable person, for the implementation of a new CRM across Church Army, playing a key role in the team that is being established for this project.
- Ensure SLT colleagues are involved with and engaged in Digital Transformation programmes, identifying initiatives that impact across areas and ensuring clarity in agreement of priorities.
- Lead and line manage the Head of Digital Transformation, providing guidance and support, ensuring plans are put in place for effective implementation and delivery of agreed priority projects, with relevant KPIs for monitoring impact.

6. Be an ambassador for Church Army, speaking to key audiences as required.

- Speak about the work of Church Army to churches and other groups, and key potential funders
- Attend conferences as and when required to speak and represent Church Army

General

- Play an active part in developing the culture and life of the Co.Lab** Team, including modelling shared practices and attending Co.Lab gatherings.
- Adhere to Church Army's contractual and non-contractual policies at all times. These are outlined in the Staff Handbook.
- Undertake other allocated duties which are commensurate with the post. The role holder will be expected to adopt a flexible and proactive approach to the delivery of the revitalised fundraising strategy. This Job Description is therefore not intended to be exhaustive, but rather a guide to key responsibilities.
- Attend an annual appraisal and regular one to ones with your line manager. To undertake any training as required or identified as necessary by your line manager.
- Act in the best interests of Church Army at all times.

**Co.Lab Team is the name we give to our Teams of staff based in our Wilson Carlile Centre offices who provide support to enable all of our frontline work—this includes Finance, IT and Property, HR, Volunteering, Fundraising, Marketing, Leadership Development, Research and Training.



ROLE REQUIREMENTS

Criteria	Essential	Desirable
Qualifications/ Knowledge	<ul style="list-style-type: none"> • Degree level qualification. • Strong computer literacy, including use of Microsoft Word and Excel and CRM systems. • Knowledge of key legal framework regarding fundraising practices. • Knowledge of digital marketing techniques relevant to fundraising activities. 	<ul style="list-style-type: none"> • Relevant qualification(s) in fundraising, business administration, and/or change management. • Experience of implementing a new CRM system.
Work Related Experience	<ul style="list-style-type: none"> • Experience of developing and delivering ambitious fundraising strategies at a national level. • Evidence of sourcing and implementing Innovative new approaches. • Evidence of delivering new donor acquisition campaigns at scale. • Experience of successfully delivering significant changes within a Fundraising & Communications team. • Experience of successfully delivering significant fundraising targets. • Experience of navigating and developing faith-based and secular fundraising alongside experience of both national and local fundraising. • Experience of implementing Digital Transformation initiatives. • Experience of leading and developing a team. • Experience of Identifying and implementing innovative income generation approaches. • Previous demonstration of a creative approach to the identification of diverse fundraising streams 	<ul style="list-style-type: none"> • Experience of working within a charitable organisation led by Christian principles. • Experience of leading fundraising strategy design.

Skills, Abilities and Attributes	<ul style="list-style-type: none"> • Strong relationship-building skills, with the ability to communicate effectively with a range of stakeholders. • Tenacity and emotional resilience to drive change. • Ability to clearly articulate philanthropic principles. • Confident in interpreting and presenting key data, in particular regarding fundraising opportunities and performance. • Excellent communicator who can inspire audiences and share the work of Church Army in an engaging and relevant way. 	<ul style="list-style-type: none"> • Strong technical fundraising craft.
Miscellaneous	<ul style="list-style-type: none"> • Full UK driving licence and access to a car. • Ability to work flexibly, to include UK and Ireland wide travel and overnight stays. 	<ul style="list-style-type: none"> • Suitable home office space and reliable home broadband (if intend to work from home for some of working time).
Faith	<ul style="list-style-type: none"> • A personal Christian faith (of any denomination) which provides motivation for the achievement of the Church Army’s vision and strategy (an Occupational Requirement applies). 	



OUTLINE TERMS AND CONDITIONS

Location	<p>Wilson Carlile Centre, Sheffield</p> <p>This is a mixed role meaning that the post will work a 60/40 ratio of office/home over a period of a month. The role will involve travel to other locations nationwide (UK and Ireland).</p> <p><i>N.B. A relocation allowance is available for the successful candidate if they do not currently live within commuting distance of Sheffield.</i></p>
Salary	£70,000 - £80,000 per annum
Hours	37.5 hours per week
Pension	Employee contribution 5%
Annual Leave	25 days plus Bank Holidays (total 33 days)
Probation Period	Six months
Contract Type	Permanent
Notice Period	Three Months (after probation period)

We also offer our staff:

- Life Assurance cover at 3 x salary
- Access to employee perks scheme through Life Works
- Access to cycle to work scheme
- Free Employee Assistance Programme available to staff 24/7
- Free confidential counselling service

WHAT MAKES US CHURCH ARMY

OUR VISION

For everyone everywhere to encounter God's love and be empowered to transform their communities through faith shared in words and action.

See our
[We are Church Army](#)
video

OUR VALUES

Everything we do is underpinned by our GRACEUP values:



Generous - We believe God is generous and we want to model that generosity to others.



Risk-taking - We have a long heritage as a pioneering movement, taking calculated risks and giving our staff permission to try new things.



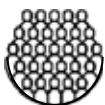
Accountable - We are accountable to God and others, and we want to be reliable and responsible to high professional standards.



Collaborative - We are committed to partnering with others who share our values; we believe collaboration enhances the potential and outcomes of our work.



Expectant - We are hopeful, expecting God to do new things through our frontline work and the Church Army community.



Unconditional - We believe God loves everyone and every person is significant in His eyes. We serve anyone regardless of their age, gender, race, sexuality, faith, ability, status or circumstances.



Prayerful - We listen to God through prayer, and we want to be obedient to Him. We want to be like Jesus in all we do.

WORKING WITH US

We aspire to see our teams reflect the communities they serve, and to have a diversity of people and views reflected across our organisation. We are a Christian charity working with people of all faiths and none. We ask that our team, where being a Christian is not a requirement, to respect and be sympathetic to our history, work, vision and values.

We welcome and encourage job applications from people of all backgrounds. We particularly welcome applications from candidates from black and ethnic minority backgrounds. We are an equal opportunities employer and we do not discriminate on the basis of any characteristic, including those protected by the Equality Act.

*DARE STRATEGY

2011 saw the launch of our DARE strategy. This involved the four-pronged approach of Doing, Advocating, Resourcing and Enabling (DARE) evangelism. This took us back to the vision of our founder, Wilson Carlisle. The strategy is largely achieved through the Centres of Mission, and we are ambitious to grow the number of such centres to 50.

In 2018, progress across DARE was reviewed. It was recognised that although good progress had been made, greater investment was needed in the Resourcing and Enabling strands of DARE. In short, Church Army needed to raise up more evangelistic leaders and volunteers, using digital technology to reach as many people as possible. Four strands were identified which would be key to this:

- Leadership: goals were set to equip 100 missional leaders by 2025 (50 for Centres of Mission and the rest for the wider church army network), to see 1000 people take part in our leadership training by 2027.
- Training: The board was ambitious to see growth in the training opportunities, new ways to partner with theological training institutions, growth in the use of digital technology, expansion of the training offer, and an Online Training Academy.
- Volunteering: The board expressed an ambition to double the size of the volunteer base, whilst understanding and resourcing these volunteers better.
- Digital: This underpins the other three strands.

During 2022, the board recognised that if further significant progress was to be made, two changes were needed: a step-change in fundraising, and greater use of digital solutions.

The Senior Leadership Team is currently seeking to develop more rigorous tools to assess the impact and viability of our projects and partnerships, which will require them to develop a more formal theory of change, refine the USP, and create strategic plans for those projects in which we intend to continue for the long-term.



APPLICATION PROCESS

As part of our commitment to a fair and robust recruitment process, we are working with Action Planning, an organisation which provides a range of consultancy services including professional recruitment services to the faith-based and charitable sector.

In the first instance, queries and expressions of interest should therefore be directed to Hayley McDonald at Action Planning by email on hayley.mcdonald@actionplanning.co.uk.

Applications are invited by CV and a covering letter. Within your covering letter we encourage you to set out how you believe you meet the requirements for the role, and to tell us about the difference you would hope to make in the event that you were offered the role. All applications should be submitted to Hayley McDonald via her email address above.

The closing date for applications is **Monday 6th March 2023 (midnight)**, and applicants will be invited to participate in an initial telephone conversation with Hayley McDonald or Shelley Poole from Action Planning following the submission of their application. At this stage it is anticipated that the initial interviews with the Church Army will take place on **Monday 20th March 2023**.